



Early Journal Content on JSTOR, Free to Anyone in the World

This article is one of nearly 500,000 scholarly works digitized and made freely available to everyone in the world by JSTOR.

Known as the Early Journal Content, this set of works include research articles, news, letters, and other writings published in more than 200 of the oldest leading academic journals. The works date from the mid-seventeenth to the early twentieth centuries.

We encourage people to read and share the Early Journal Content openly and to tell others that this resource exists. People may post this content online or redistribute in any way for non-commercial purposes.

Read more about Early Journal Content at <http://about.jstor.org/participate-jstor/individuals/early-journal-content>.

JSTOR is a digital library of academic journals, books, and primary source objects. JSTOR helps people discover, use, and build upon a wide range of content through a powerful research and teaching platform, and preserves this content for future generations. JSTOR is part of ITHAKA, a not-for-profit organization that also includes Ithaka S+R and Portico. For more information about JSTOR, please contact support@jstor.org.

development of the port. Emphasis is placed upon the fact that neither those directly connected with the Port of New York nor the country at large appreciate the significance of the Port of New York as a link in the chain of world commerce. During the recent war the Port of New York lost steadily to other ports because it could not take care of the business both in and out of that port. The author urges (ch. 17) the establishment of "free-from-customs-zones" in ports. In a chapter on Port Improvements Still Needed he shows that there is a need for coöperation on the part of the local, state, and federal governments in order to insure sufficient port facilities and their efficient use. C. O. RUGGLES.

SMITH, W. *The history of the post office in British North America, 1639-1870.* (New York: Macmillan. 1921. Pp. ix, 356. \$8.)

THOMAS, J. H. *The red light on the railways.* (London: Cassell. 1920. 2s. 6d.)

Annual statement of navigation and shipping of the United Kingdom for 1918, with comparative tables for 1914 to 1918. (London: King. 1921. 3s. 6d.)

Comparative railway statistics, United States and foreign countries. Miscellaneous series, no. 35. (Washington: Bureau of Railway Economics. 1920. Pp. 66.)

List of publications pertaining to government ownership of railways. A supplement to bulletin no. 62, covering period between January 1917 and February 1921. (Washington: Bureau of Railway Economics. 1921.)

Railway statistics of the United States of America for the year ended December, 1919. Compared with the official reports for 1918 and recent statistics of foreign railways. Seventeenth year. (Chicago: Bureau of Railway News and Statistics. 1921. Pp. 148.)

St. Louis transit system; present and future. H. BARTHOLOMEW, engineer. (St. Louis: City Plan Commission. 1921. Pp. 36.)

Trade, Commerce, and Commercial Crises

Elements of Marketing. By PAUL T. CHERINGTON. (New York: The Macmillan Company. 1920. Pp. xii, 238. \$2.10.)

Marketing, its Problems and Methods. By C. S. DUNCAN. (New York: D. Appleton and Company. 1920. Pp. xv, 500. \$3.50.)

The appearance of these two volumes reflects the growing interest in marketing as a field for research and systematic study. In general they represent a very real contrast in breadth of treatment and point of view. Mr. Duncan has sought to write a textbook. Mr. Cherington begins his preface with the statement that he has not written a book for beginners. He therefore does not present those details of experience and practice which the scope of Mr. Duncan's accepted task has necessarily included. *The Elements of Marketing* is a brief statement of clean-cut principles deduced from consideration of the marketing functions. This approach, an analysis already made familiar in

Mr. Shaw's *Some Problems in Market Distribution*, and in Mr. Weld's *The Marketing of Farm Products*, has confined the treatment to an outline. The need for the "more accurate" and "real" data which will fill in that outline is reiterated in the course of the development of principles. Mr. Duncan, on the other hand, presents the more complete story which the beginner requires. His discussion proceeds from analysis of the commodity, through analysis of the market, to analysis of the trade organization. Of necessity, therefore, he has included not a little data generally familiar, or gathered from government reports and other secondary sources. His greatest contribution is that of organizing a wide variety of scattered material into a logically developed summary.

Any classification of marketing functions must be more or less arbitrary. Not a little depends upon emphasis. The important thing is that, having made a classification and demonstrated the logic of its use, the outline shall offer a working basis for discussion. This Mr. Cherington's classification affords. An introductory chapter explaining the complex nature of the marketing service and reducing this service into its elements "the marketing functions," is followed by separate chapters devoted to their more detailed consideration: Merchandising functions—assembly, grading, storing, transporting; auxiliary functions—financing, assuming risk, sales functions. It might seem more logical to call financing and assuming risk, the "ownership" functions, utilizing the more general term "auxiliary" to cover the ill defined group of problems included by Mr. Cherington under "sales functions." These are concerned with sales equipment, sales personnel, and relations with the public, which, indeed, hardly seem of equal value with the marketing functions, strictly considered. Mr. Duncan's treatment testifies to the soundness of this functional analysis. His chapter headings frequently correspond to those of Mr. Cherington. One of his function chapters, indeed, that on financing, is much superior to Mr. Cherington's treatment of the same subject, largely because it develops the routine which relates finance, transportation, and storage. Mr. Cherington's treatment in terms of functions alone suffers because it tends to isolate each function and to hide that close relationship which Mr. Duncan has here disclosed. A comparison of the chapters on transportation, on the other hand, illustrates the advantages of Mr. Cherington's method. He limits discussion to a few elements of the transportation service whereas Mr. Duncan touches a variety of topics, some of them superficially.

Although recognition of the incidence of standardization on marketing governs the argument of both writers, there is no statement in terms of general principle. Neither volume contains that emphasis which

would give adequate recognition to the pervasiveness of standardization in the present-day marketing process. Instead, "grading" or "identification"—the one a method of standardizing, the other an attainable result—receive the formal treatment. Only incidentally is the broad general principle introduced. But grading, or what Mr. Shaw and Mr. Weld have called "assorting" or "rearrangement," is in practice the application of the principle of standardization to the work of marketing. Not grades, but standards, are important. In the marketing of farm products, these are attained by grading; and the larger issue is obscured in Mr. Cherington's discussions because his illustrations are taken from the marketing of farm or ranch products: grain, cotton, fruit, wool. But even the work of weighing or measuring in a retail store is the application of generally recognized standards of count, weight, or measure to goods of standardized quality or goods open to inspection. Indeed, sale under brand (identification), to which both volumes devote considerable attention, is dependent upon confidence in the maintenance of standards. For farm products, to be sure, this is largely attained by establishing grades; and doubtless the success of the coöperative organizations in the use of general advertising has unduly emphasized the grading phase. But the tendency toward standardization is not limited to agricultural marketing, nor are its economies effective in that field alone. Almost universally (whether the goods are of Mr. Cherington's class A, goods for manufacture, Class B, equipment, or Class C, goods for retail consumption, or are grouped under Mr. Duncan's "raw materials and food products" or "manufactured articles") the end sought is a standardized product. The machine process, operating with modern cutting tools and measuring devices, with written instructions and close inspection, creates products which are substantial duplicates. One screw is like another screw, one bolt like another bolt; one printing press, lathe, one motor like another; one yard of tire fabric or of sheeting like another; one pound of sugar or one cracker like another. The marketing economy which accrues in handling graded farm products is identical for all standardized goods; tests by experts can be concentrated in a single link of the marketing chain. Thereafter, sale by sample, by specification (description), or by brand (symbol) is substituted for the clumsy and expensive process of sale only after inspection.

Both volumes close with discussion of the costs of marketing and of the problems of eliminating middlemen. Both recognize that the elimination of middlemen does not necessarily mean a lessening in the cost of marketing. The marketing functions must be performed, and attack must rather be made upon uneconomical methods of performing those functions. The presence of the middleman is to be accounted for only

on the basis of service. Does not the presence of the jobber in a marketing chain mean, for example, that the function of assembly is an important part of the marketing problem? Where there are a large number of small producers specializing on a few products, but where a complete retail stock includes a wide variety of products, the jobber economizes the efforts of producers to reach retailers and of retailers to reach back to producers. In general, it is only when the retailer furnishes the outlet for large volume that the producer can afford to take on the administrative work of selling direct; and only when the producer is sufficiently large to support a service of convenience to the retailer equal to that of the jobber that the retailer can afford to deal direct. Here, as elsewhere in business, there must be a balancing of factors.

This variability of governing conditions must be recognized in a book which treats of business detail. Of necessity the business man is intimately concerned with the forces which govern the "short run" routine, just as he is interested in the forces which can be seen to operate only in the "long run." The essential difference between the book on the principles of economics and the book on business practice lies here. To be sure, it is never easy to draw the line between needless repetition, or the mentioning of the obvious, and artificial simplification of problems that are intricate. That these two books, written from such divergent points of view, should have treated so complex a problem without muddying the discussions by involved digressions or evading the difficulties with those comforting phrases "by and large" and "other things being equal," promises that they will interest not a few readers in the business classes. Nevertheless, it is probable that both books will find their largest use in business schools and in colleges. Especially will *Marketing, its Problems and Methods* be welcomed where course offerings are limited to subjects for which texts are available, or where ordinarily satisfactory library facilities have been thought inadequate because of the newness of the material and its scattered condition. The availability of the *Elements of Marketing* will, on the other hand, be limited very largely to those institutions located close to large business centers which afford laboratory facilities for intensive field study. Its most stimulating use will be in connection with the study of such problems as are contained in Professor Cope-land's volume.

HOMER B. VANDERBLUE.

Denver Civic and Commercial Association.